

11 December 1985

NOTE TO:

D/OGI


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SUBJECT: Executive Development: Criteria for Selection
for an Office Director

Not in any priority order (indeed, they cannot be ordered and the ideal mix would differ for each office):

- Thorough understanding of the policy process, and how intelligence is both used and regarded by policymakers.
- Imagination, openmindedness, willingness to listen to criticism and new approaches.
- Representational skills, particularly before hostile or skeptical audiences.
- A corporate view (not bureaucratically turf conscious).
- Ability to deal with people.
- Ability to manage resources, particularly balancing competing requirements.
- Activist approach to dealing with the rest of Intelligence Community.
- Strong substantive expertise.
- Ability to manage the analytic process, including understanding ingredients that promote quality and ability to combine and use those ingredients.
- Diverse experience, especially in policy community or other elements of intelligence community (or even CIA).
- Having experience in the trenches.

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Robert M. Gates
Deputy Director for Intelligence

SECRET

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DATE: December 5, 1985

NOTE TO: Robert M. Gates

SUBJECT: Exec Development

I need your help on something we're doing as part of the Executive Development Planning Group. Specifically, we're asking each of the DDs plus [] to write down in one page or less what they look for in a potential office director. Armed with this material, we'll have a better feel for how the different cultures in the Agency view their senior management team characteristics.

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As far as the overall exercise is concerned, we intend to have a report available [] by mid March. []

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As I've mentioned to you before, I'm struck by the enormous difference in how we in the DI view management and leadership training as opposed to the DO. S&T comes very close to us; I can't tell if DA has a view or not.

At this point, the working group is still groping to determine what should be incorporated in the concept of executive development. One problem we've been facing is how to sort out management training from executive development. In my view, management training is something we should be providing for officers in the GS-12 to GS-15 levels with a focus on providing them with skills and techniques needed for good managers e.g. effective communication skills, supervisory training, counseling, guidance, leadership, etc. Executive development includes many of these same things, but also focuses on developing a corporate view, delegation of responsibility, working as team member, and making resource trade-offs.

In undertaking our report, we have to figure out how far down in the grade levels we think executive development planning ought to begin. My instincts are that the first serious should begin at the GS-15 level. I also think that certain aspects of executive development--participation in such programs as program and creative management for example--ought to be mandatory. I also think that the DDs have a role to play in this in assuring that SISers especially Category I SISers get a range of experiences that instill a broad view of the Agency.

To get some additional ideas on what we should be doing and what we're already doing I'm going to ask some people in the DI to look at some material that the working group has put together. With this in mind, I'll be talking []

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I'll keep you and Dick posted on the direction we're going. Thanks again for the one pager.

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